

Series II
Subjects Files,
1916-1973

Box 12, Folder 11

July 1962 -
December 1970

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12 Mount Vernon Street
Newport, Rhode Island
July 13, 1962

The President
Naval War College
Newport, Rhode Island

Dear Admiral Austin:

Thank you very much for your letter which I received a few days ago and to which I am now replying. Needless to say, I thoroughly enjoyed being your guest at GSD and feel quite confident that both the civilians and the Reserve Officers felt likewise.

This is my fourth GSD as a full participant. Basically I find that my committee (Committee 30) was up to the highest standards of previous years, whereas the plenary session was well below such standards for reasons to be discussed later. This is mentioned in a limited way in my GSD yellow sheet which, by the way, was a marked improvement over the 1961 GSD yellow sheet.

And now for some general comment:

(a) Administrative

(1) Luncheons: My committee handled this beautifully this year. We lunched at the COM (open) one day, the COM (closed) another day, and the Cliff Walk Manor a third day (this latter was so that the wives might meet and have some recognition). These three lunches gave the civilians and reserves a chance to chat with other civilians and reserves, which I think is an important factor in GSD.

(2) Ball: The ball was well organized and well handled although it seemed, surprising to me at least, that so many of the participants were absent. To what this was due I do not know, but I know of one committee that prided itself upon an expenditure of but \$10.00 per person for the whole week. The emphasis that committee placed on this limited expenditure seems to indicate that the moderator, at least, had misunderstood part of his objective.

(b) Professional

(1) Committee Method of Operation:

My committee this year operated in the same manner as did my committee last year, that is, a student member previously selected made a 5-10 minute presentation, often using the blackboard, of the subject matter to be discussed at that meeting. A record of the results of the discussion which followed was maintained daily. This I consider to be of vital importance. However, as in past years, this record was made available solely to my committee. This I consider unwise. There is, of course, a staff representative in each section, but he cannot remember accurately what was arrived at. Therefore I recommend that a copy of each day's record be made available to the Director of the GSD.

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(2) Lectures

These were quite interesting (in fact, several were very good indeed), although they generally drew criticism of too much "party line." In other words, they expressed "a party in power" philosophy. Many thought that it would be wiser in the future to endeavor to provide lecturers with varying philosophies. In this connection I must emphasize that I realize how difficult it is to obtain and hold top lecturers of any kind.

(2) Plenary Session:

As mentioned earlier, I thought that the plenary session was well below previous standards. I think that this was due to a number of factors of which the most important were:

(a) There were too many (seven) on the panel for the limited time available (about 1-1/2 hours). Last year's panel consisted of four members and the time available was exactly the same (1050-1225), or 1-1/2 hours.

(b) The members did not seem to be up to the quality of the members of last year's panel.

(c) The members endeavored to ask too many questions of one another. While this seems to have been the intention of the Naval War College, it denied many questions from the floor which might have improved this phase.

(d) The introduction of the "money issue" was calamitous. Since many of the guests (as well as others) were seriously concerned over the stock market gyrations and over the possible means of improving the economy, the introduction of a philosophy of expanding National debt, etc., was bound to provoke violent opposition. Because of this it became very difficult for the Moderator (Mr. Hanson Baldwin), who otherwise did an excellent job, to return the questions to Global Strategy.

(e) It is my firm belief that even this would not have occurred had Mr. Donald Barnes (Executive Vice President of Childs Securities Corporation), who discussed the money issue, had more time to expound his theories thereon.

(3) General

(1) I think that the opening address of the President, his numerous weather forecasts which preceded his daily introductions of speakers and his introductions themselves were very well received. If only the weather had conformed!

(2) Once again as I said last year, I wish to say that I am more than ever firmly convinced of the importance of these discussions in the realm of National Security, and recommend that they not only be continued but expanded where possible.

July 13, 1962

(3) Finally I wish to say that I am very appreciative of the privilege of being a guest at this year's GSD. I sincerely hope that any contribution of mine was helpful towards the accomplishment of the objectives of the said GSD.

Very sincerely yours,

Richard W. Bates
Rear Admiral, U.S.N. (Ret.)

RWB/dw

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NAVAL WAR COLLEGE
NEWPORT, RHODE ISLAND
02840

OFFICE OF THE PRESIDENT

21 APR 1969

Dear Rafe:

During the second term at the Naval War College, we will again conduct our Reserve Officers' Command and Staff Course. I would be most appreciative if you could return to our platform to deliver your lecture on "Naval Decision Making" at 1100 on Wednesday, 28 May 1969. The enclosed lecture information may be helpful during the preparation of this address.

As before, the program includes a lecture followed by a question period in Sims Auditorium. The length of the remarks is left to your discretion, but normally varies from thirty to fifty minutes to allow time for a meaningful question period. We would also like to plan a luncheon in your honor with a few students and members of the faculty at 1230.

The student body this year will consist of approximately sixty selected Reserve Officers in the grade of Lieutenant Commander or Major including eight Marine officers and three Coast Guard officers.

If you can accept, please contact Commander G.H. Winslow, U.S. Navy, who will be handling the details of your visit and can be reached at 841-2565 or 841-2528.

In accordance with policy, I am authorized to provide you a modest honorarium of one hundred dollars in appreciation for your services. I hope you will be able to accept this invitation, for we are looking forward to the pleasant prospect of welcoming you back to the Naval War College in May.

Sincerely,



RICHARD G. COLBERT
Vice Admiral, U.S. Navy
President, Naval War College

Rear Admiral Richard W. Bates, U.S. Navy (Ret.)
12 Mount Vernon Street
Newport, Rhode Island 02840

Enclosure

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LECTURE INFORMATION

Lecture Title: "Naval Decision Making"

Scope: An historical analysis of selected naval engagements with emphasis on the effect of command decisions made therein.

Relationship to Curriculum:

This lecture is associated with the Military Planning Process. The students will have received a military planning orientation lecture, plus lectures on the Principles of War, and will have completed a Programmed Instruction Course in Military Planning. This lecture on Naval Decision Making should provide the student with an insight as to how various factors affect the Commander's decision in "real life" and should stress the importance of the application of the Military Planning Process in arriving at sound decisions. Hence, the student will be better prepared to participate in the decision-making process in the planning problem.

Specific Areas of Interest:

- a. The use of the Military Planning Process and its flexibility should be pointed out so that the students will gain a further appreciation of its benefits as an aid to decision-making and command.
- b. Examples from history wherein the outcome of battles at sea was influenced by adherence or non-adherence to certain basic principles applicable to the solution of military problems; i.e., correctly determining the objective; testing of the means as to suitability, feasibility, and acceptability.

24 March 1970

MEMO to the President, Naval War College

Subject: 1970 Naval Institute Prize Essay--"Against All Enemies," by Captain Robert J. Hanks, U.S. Navy

The March 1970 Naval Institute Proceedings contains the 1970 Prize Essay, "Against All Enemies," by Captain Robert J. Hanks, U.S. Navy.

In my opinion the award of the first prize to this essay is a disservice to the Institute, the Naval Service and the Armed Forces and should be a matter for serious reflection on the part of all those involved in high-level naval education.

The topic he addresses is essentially that of Civil-Military Relations. It is a topic of the utmost importance and complexity. Its effective analysis and exposition require precise citations and semantic accuracy in development. To do less in an essay awarded the first prize by a distinguished professional Board of Control is to invite the very criticism to which he takes such emphatic exception.

I wholly understand and share the author's unhappiness with current attitudes. I agree with his recommendation to "speak for ourselves . . . with the same dedication and professionalism that we have so abundantly displayed on wartime battlefields."

I nevertheless feel that the essay, particularly the first four pages, is so superficial, so lacking in clarity and precision, and is written in such poor style that it should have been drastically edited before publication in the Naval Institute.

For example, on page 24, the discussion of Viet Nam in no way mentions the relation of the military commanders and Chiefs of Service to their civilian superiors and associates in the United States defense system and the conflicts in loyalties that must take place when a military professional finds himself in disagreement with the Presidential-Secretarial decisions and policy.

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President, Naval War College
24 March 1970
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Unfortunately, the general public and particularly the political liberals and radicals cannot be expected to make fine distinctions. Therefore, so long as they continue to serve, the senior military officers must expect to share the blame for the errors of omission and commission which have so clearly marked the conduct of the Viet Nam War. My Paper, "The Viet Nam Hurricane," of 12 June 1969 discusses some of the errors which have created the grave public dissatisfaction with that war.

To ascribe the "disenchantment and increasingly vocal opposition to the war--and to the military" to a failure to explain the nature and stakes of the war and to an "impatience syndrome" is therefore a gross oversimplification.

Throughout the paper there are instances of poor style, lack of precision, mixed metaphors and cliches too numerous to list. While individually they may be trivial, the cumulative effect is that of a sophomoric expression of frustration followed by an appeal for the exercise of the traditional virtues of forthright competence and integrity.

All in all it is not the kind of paper which will convince those whose opinion is important. In my opinion, the award of first prize to this paper tends to confirm the low opinion of the military held by those whom the author is seeking to rebut.

I do not want my criticism to be published; I do suggest that it be given to the Board of Control. I would deeply appreciate your comment and advice.

Respectfully,

Henry E. Eccles
Rear Admiral
U.S. Navy, Retired

HEE:ct

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NAVAL WAR COLLEGE
NEWPORT, RHODE ISLAND
02840

12 OCT 1970

Dear Rafe:

I want to express my thanks to you once again for your continued support of our academic program at the Naval War College. The staff and students of the Interim Course of the School of Naval Command and Staff appreciated your presentation on "Naval Decision Making." Your lecture was a highlight of the Military Planning Process portion of the course. The correlation which you provided between the Military Planning Process as it is studied in the textbooks and its application in specific naval engagements was especially valuable--particularly since you played a major role in many of the actions described.

As always, it was a pleasure to have you as our guest, and I look forward to your return to our platform on 20 November.

Sincerely yours,



F. G. BENNETT
Rear Admiral, U. S. Navy
Chief of Staff, Naval War College

Rear Admiral Richard W. Bates, U.S. Navy (Ret.)
12 Mount Vernon Street
Newport, Rhode Island 02840

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NAVAL WAR COLLEGE
NEWPORT, RHODE ISLAND
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2 DEC 1970

Dear Rafe:

Once again I want to thank you for your efforts on behalf of the School of Naval Command and Staff and express our appreciation for the very fine lecture you delivered to that school on Friday, 20 November. As usual, "Naval Decision Making" was scheduled early in the Military Planning Process study in order to provide the students with practical examples of military planning in action. I am pleased to report that comments from the faculty and student body alike indicate that your presentation was both timely and extremely beneficial.

It is always a pleasure to have you as our guest, and I will look forward to welcoming you back to our platform during the Reserve Officers' Naval Command and Staff Course in May 1971.

Sincerely,



F. G. BENNETT
Rear Admiral, U. S. Navy
Chief of Staff, Naval War College

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